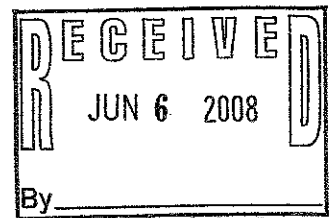


WESTBROOK SCHOOL DEPARTMENT

117 Stroudwater Street
Westbrook, ME 04092



Michael C. Kuscma
Business Manager

Telephone: 207-854-0800

Fax: 207-854-0809

www.westbrookschoools.org



Stan Sawyer
Superintendent of Schools

Jan Breton
Assistant Superintendent of Schools
Curriculum, Instruction & Assessment

June 5, 2008

Susan Gendron, Commissioner
Department of Education
23 State House Station
Augusta, ME 04333-0023

Dear Commissioner Gendron:

Enclosed is the revised alternative plan for the Westbrook School Department as requested in your letter of May 1, 2008. We have detailed projected expenditures and cost savings as requested. Please note that all changes since the original submission on April 17, 2008, are in italicized print.

Sincerely,

A handwritten signature in cursive script that reads "Stan Sawyer".

Stan J. Sawyer
Superintendent

ALTERNATIVE PLAN SUBMITTAL SHEET

School Administrative Unit Submitting Alternative Plan:

- Westbrook School Department

Contact Information:

Name: Stan J. Sawyer

Address: 117 Stroudwater Street
Westbrook, ME 04092

Telephone: 207 854 0800

email: sawyers@westbrookschoools.org

Date Plan Submitted by SAU: 4/15/08 revised 6/5/08

The intent to submit an alternative plan has been approved by the Commissioner in the approval of the Notice of Intent?

☒ YES

☐ NO

(If NO, please explain.)

Alternative Plan Cover Sheet

(Please attach Alternative Plan as Exhibit A)

Plan Requirements				
Item	Complete	In Progress	Not Yet Started	Need Assistance ¹
Plan addresses how the SAU will reorganize administrative functions, duties and noninstructional personnel so that projected expenditures of RSU in fiscal 2008-2009 for the following areas will not have an adverse impact on the instructional program.				
system administration	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
special education	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
facilities and maintenance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plan addresses how cost savings will be achieved in fiscal 2008-2009 for the above four areas.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parameters for Plan Development				
Enrollment meets requirements (2,500 except where circumstances justify an exception)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When viewed in conjunction with surrounding proposed units, may not result in one or more municipalities being denied the option to join an RSU	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Includes at least one publicly supported high school	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with policies set forth in section 1451	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No displacement of teachers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No displacement of students	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No closures of schools existing or operating during school year immediately preceding reorganization, except as permitted under section 1512	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaborative Agreements				
			Yes	No
Does your plan currently include information/documentation on collaborative agreements? (not required, but encouraged)			<input checked="" type="checkbox"/>	<input type="checkbox"/>

¹ Please explain what assistance you need to complete this portion of your plan, and state from whom you need assistance, on the next page.

Actual number of students for which the SAU is fiscally responsible: 2520

Exception	Exception Claimed in Plan	Documentation Provided? (Please attach as Exhibit B)	
		Yes	No
Geography	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demographics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Population Density	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Unique Circumstances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Assistance Needs –

Please use this section to describe your needs for assistance and from whom you need assistance.

[illegible]

ALTERNATIVE PLAN

SAU Submitting: Westbrook School Department
Contact Information: Stan J. Sawyer, Supt. of Schools
854-0800
Date Submitted by SAU: 4/15/08
6/2/08 (revised)

The Westbrook School Department was originally identified as eligible to file an alternative plan as a school administrative unit that serves more than 2,500 students. In spite of that eligibility, the Westbrook School Department performed "due diligence" in pursuing consolidation planning with the Windham School Department and Raymond School Department. After many meetings, hours of planning and much effort, Windham and Raymond voted at the March 3, 2008 Regional Planning Committee meeting to end the consolidation effort with Westbrook. Westbrook voted unanimously to continue. The action of the RPC makes it necessary for Westbrook to file an alternative plan. This document will outline Westbrook's plan to realize efficiencies in system administration, facilities and maintenance, transportation, and special education. None of the already identified or planned efficiencies will have an adverse impact on the instructional program.

System Administration

The estimated EPS allocation for System Administration from the FY '09 ED279 is \$570,635 (Exhibit A). The proposed FY 09 System Administration budget is \$706,788, which is \$136,153 (23.86%) above the FY'09 EPS allocation. The FY'08 budget was \$778,902 so between FY'08 and FY '09 we reduced the cost of system administration by \$72,114.

Considerations and Already Implemented Efficiencies

- 1) Over the past few years, Westbrook has reduced its system administration by several positions.
 - a) The curriculum coordinator's position was reduced by one-half.
 - b) Central office clerical support was reduced by two positions.
- 2) Certain expenditures that had been budgeted under central office expenses have been transferred to the correct account under the new chart of accounts. System administration for the 2008-09 school year will consist of the superintendent, assistant superintendent, and the business manager plus clerical support.

Plans for Achievement of Additional Cost Savings

- 1) The City of Westbrook will hire a new director of human resources in the upcoming 2008-09 fiscal year. The plan involves hiring somebody who will work for the city for the first year (2008-09) and who will then serve the school department as its director of human resources beginning in 2009-10. Savings will

be realized in efficiencies in personnel training, affirmative action, employment application processing, and human resource clerical support.

- 2) When the new Westbrook middle school is completed, the current Wescott Junior High School will be available for other uses. Planning involves renovating that building to house both the city administration and the school department central office. This will create significant efficiencies by having both the city and the school department in one building as opposed to the current two buildings. This will enable the sharing of the functions of human resources, payroll, business management, receptionist, phone services, photocopiers, and technology.

Specific positions that will be considered for reduction or elimination are as follows:

½ business manager – projected savings of \$46,550

½ payroll specialist—projected savings of \$26,842

½ accounts payable—projected savings of \$30,236

1 receptionist—projected savings of \$38,312

Total projected savings: \$141,940

Given the above anticipated savings, the Westbrook School Department will be below the EPS funding level in its costs for system administration.

None of the identified or planned efficiencies will have an adverse impact on the instructional program.

Facilities and Maintenance

The estimated EPS allocation for Operations and Maintenance of Facilities from the FY '09 ED279 is \$2,766,361 (Exhibit A). The proposed FY 09 Operations and Maintenance of Facilities budget is \$3,537,304, which is \$770,943 (27.87%) above the 2008-09 EPS allocation. The FY'08 budget was \$5,143,001 so between FY'08 and FY'09 we reduced the cost of facilities and maintenance by \$1,605,697 in spite of the rising cost of energy.

Considerations and Already Implemented Efficiencies

The Westbrook School Department and the City of Westbrook have been very proactive for many years in developing collaborative cost-sharing arrangements that benefit both the city and the school department and that serve to create financial efficiencies:

- 1) The Director of Maintenance is shared with the city under a 50-50 cost sharing arrangement
- 2) The Westbrook School Department has three maintenance personnel who work in tandem to cover both the city's and the school department's needs.
- 3) The city mows school department lawns, maintains school grounds and athletic fields.

- 4) The city maintains the pool that is located at Wescott Junior High School. The city also pays pool personnel costs.
- 5) The city's public works department does certain projects at school sites that would otherwise require funding for contracted services. Examples of such projects are the removal of large piles of snow, the replacement of culverts, sidewalk paving, and small parking lot paving.
- 6) The school department and the city have jointly purchased major pieces of equipment such as a truck and a loader, and a skid steer.
- 7) The city and the school department jointly purchase supplies when appropriate (e.g. custodial and technology supplies)
- 8) The city is included in the school department's energy bids (propane, oil and gas)
- 9) The school department uses the city's pumps for its fuel.

Plans for Achievement of Additional Cost Savings

- 1) The construction of a new middle school for Westbrook students, scheduled to be completed by the fall, 2010, will result in considerable efficiencies because:
 - a) It will be a "green" school with the concomitant energy efficiencies.
 - b) It will qualify for LEED certification, an indication that it meets the highest industry standards for energy efficiency with resultant financial savings.
 - c) The school department will be able to retire the current Wescott Junior High School, an old and inefficient school which costs much more to operate than the new school. *Projected annual savings are \$250,000.*
 - d) The school department can retire seven portable units representing fourteen classrooms with a significant cost savings in energy consumption and in lease costs. *Projected savings are \$21,000 in energy consumption and \$60,000 in lease costs for a total of \$81,000.*
 - e) *The construction of a new middle school will also allow the school department to move its alternative education program out of leased space and to eliminate a half-time custodial position to service the current leased space. Savings in leased space are included in the above savings projection. Savings in custodial costs are anticipated to be \$26,550.*
- 2) When central office personnel move to the current Wescott Junior High School, the current central office building will become an alternative education facility, allowing the school department to retire another portable classroom, again improving energy efficiency. *Projected savings are \$3000.*
- 3) *The school committee has budgeted for energy audits by Efficiency Maine. Savings as a result of implementation of energy efficiency audits are impossible to predict at this time.*
- 4) *A Redistricting Committee is considering the possibility of moving grade 5 students to the new middle school and closing one of our elementary schools. The projected savings would be approximately \$219,000.*
- 5) *The Sebago Alliance is exploring the possibility of having HVAC and maintenance services provided regionally. Anticipated savings are approximately \$10,000 in contracted service costs.*

Total projected savings: \$589,550

The Westbrook School Department will continue to explore other efficiencies.

None of the already identified or planned efficiencies will have an adverse impact on the instructional program.

Transportation

The estimated EPS allocation for Transportation from the FY '09 ED279 is \$913,589 (Exhibit A). The proposed FY 09 Transportation budget is \$1,220,425, which is \$306,836 (33.6%) above the 2008-09 EPS allocation. The FY'08 budget was \$1,220,004 so between FY'08 and FY'09 the budget only increased by \$421. Clearly we achieved significant efficiencies in order to have an essentially flat-funded FY'09 budget that also incorporates rising costs for fuel.

Considerations and Already Implemented Efficiencies

- 1) The Westbrook School Department implemented a bus routing software program (VersaTrans) several years ago which allowed us to maximize efficiencies in our bus routes.
- 2) Transportation items (e.g. tires) are often jointly purchased with the Windham School Department.
- 3) *In the 2007-08 school year, Westbrook implemented a 4-year-old program (2 classes) which has served 35 children. In the 2008-09 school year, an additional classroom will be added with a total of 51 children to be served. These programs have added costs for personnel and fuel.*

Plans for Achievement of Additional Cost Savings

- 1) When the new middle school opens in 2010, we will increase walking distances which will decrease bus routes, saving energy and costs for busses and drivers. *Projected savings are impossible to predict at this time.*
- 2) Discussions are occurring with the city to explore combining the school department's mechanic with the city mechanics. *This would reduce personnel by one mechanic and a receptionist. Projected savings are \$63,000 for the mechanic and \$38,300 for the receptionist, for a total of \$101,300.*
- 3) The city needs a new public works building and is currently developing bid documents. Plans include bays for the repair of the school department's vehicles. This would allow the school department to close our outdated bus garage. *Projected savings are \$11,493.*
- 4) The Westbrook School Department is in discussion with a neighboring school district about sharing a transportation director beginning in 2009. *Projected savings are \$36,448.*
- 5) The Sebago Alliance has discussed hiring permanent spare drivers which may save money.

- 6) *Discussions are occurring about the possibility of closing an elementary school. Projected savings due to transportation efficiencies are predicted to be in the range of \$1000.*
- 7) *The Southern Maine Athletics Association is considering regionalizing competition to reduce long distance travel. Projected cost savings are difficult to predict.*
- 8) *The Sebago Alliance is working on combining busses serving students for out-of-district special education placements and for athletic events. Projected savings are difficult to predict.*

Total projected savings: \$150,241

The Westbrook School Department will continue to explore other efficiencies.

None of the already identified or planned efficiencies will have an adverse impact on the instructional program.

Special Education

The estimated EPS allocation for Special Education from the FY '09 ED279 is \$3,334,982 plus \$80,000 for an MDOE contract that is not reflected in the ED279, resulting in a corrected total of \$3,414,982. (Exhibit A). The proposed FY 09 Special Education budget is \$3,636,638, which is \$221,655 (6.49%) above the 2008-09 EPS allocation.

Considerations and Already Implemented Efficiencies

- 1) The Westbrook School Department has been asked by the Maine Department of Education to assume responsibility for educational programming oversight at Spring Harbor. Although the Maine Department of Education will subsidize additional costs, our special education costs will appear to increase.
- 2) The Westbrook School Department participated in the establishment of a day treatment program with Sebago Alliance members. The program is located at the White Rock School in Gorham. We are able to send students to that program for much less than it would cost for other out-of-district placements. *Projected savings are \$22,000 for each student who is placed in the regional day treatment program as opposed to other special purpose schools in the area.*
- 3) Sebago Alliance has hired a full time school psychologist for the day treatment program. The Westbrook School Department is able to utilize the psychologist on days that are not committed to other Sebago Alliance schools for much less than it would cost for other contracted service providers.
- 4) The Westbrook School Department and the Windham School Department share a 21st Century Grant. This grant allows us to provide tutoring services for special education students (and other students) at much less than would otherwise be possible.

- 5) Several years ago the Westbrook School Department employed a social worker to maximize our access of Medicaid funds. This has reaped significant financial benefits to the school department.
- 6) *The Westbrook School Department has recently achieved full implementation of its gifted and talented program which has increased costs in this cost center.*

Plans for Achievement of Additional Cost Savings

- 1) The Westbrook School Department is discussing the possibility of sharing a director of special services with two neighboring school districts. *Projected savings are \$51,664.*
- 2) The Westbrook School Department plans to conduct a full review of special education staffing in the district. *We anticipate the possibility of not replacing teachers as a current population of students graduate from Westbrook High School, thus reducing the need for as many classes as we currently have. Projected savings are \$57,000 if one classroom is no longer needed upon students graduating from Westbrook High School.*
- 3) If Medicaid funds are no longer available, the social worker position responsible for applying for those funds will be eliminated.

Total projected savings: \$130,664.

The Westbrook School Department will continue to explore other efficiencies.

None of the already identified or planned efficiencies will have an adverse impact on the instructional program.

Collaborative Agreements

The Westbrook School Department has been very proactive in developing collaborative agreements between the city and the school department. The following collaborative agreements are already in place:

- 1) Grounds maintenance as follows:
 - a) athletic fields
 - b) lawn mowing
 - c) completion of various projects such as snow removal, culvert replacement, road repair
- 2) Technology
The city and the school department share a director of technology and other technology support personnel
- 3) Custodial and maintenance staff
 - a) The director of maintenance is employed by both the city and the school department
 - b) Maintenance personnel are shared
- 4) Pool
 - a) The city maintains the pool at Wescott Junior High School
 - b) The city employs pool personnel

- 5) Cable TV
The school department and the city share the costs associated with the public access channels. The studio is located in Westbrook High School.
- 7) School resource officers
The school department pays for a school resource officer based at Westbrook High School. The city pays for a second officer who serves our other schools with an emphasis on our middle school.
- 8) School nutrition
Westbrook's director of school nutrition is currently doing an audit of the Windham School Department's school nutrition program. Both school systems have a goal of combining management of the two programs.
- 9) Transportation
Windham will be hiring a new transportation director. Windham and Westbrook are intending to share the director beginning in the 2009-10 school year.
- 10) Preschool programs
Westbrook School Department has an agreement with People's Regional Opportunity Program (PROP) which provides Head Start programs in Cumberland County. We have two classrooms serving 35 children. PROP pays all personnel costs and provides instructional resources. Westbrook provides the classroom space and transportation.
- 11) Common calendar
For the first time ever, school systems sending students to Westbrook Regional Vocation Center have agreed to a common school calendar. This will eliminate the loss of school time when students have different calendars in their home school districts. It will also provide opportunities for joint workshops.
- 12) Data Management
Both the City of Westbrook and the Westbrook School Department have proposed in their respective budgets for the 2008-09 year the sharing of an employee who will handle data management functions.
- 13) Inventory donations
The Sebago Education Alliance (Gorham, Raymond, SAD 6, Scarborough, Westbrook, Windham) has enrolled as an entity in the National Association for the Exchange of Industrial Resources, a non-profit organization that collects inventory donations from manufacturers, wholesalers and retailers for distribution to schools and non-profits. MSAD #6 will serve as the warehouse for delivery and distribution.

Exploration of Other Cost-Saving Measures

- 1) Superintendents and other stakeholders have been meeting to discuss the possibility of there being just one vocational center serving students who currently attend two vocational centers: Westbrook Regional Vocational Center (WRVC) and Portland Arts and Technology High School (PATHS). If an agreement emerges, there would be considerable cost savings in multiple areas.
- 2) The Sebago Education Alliance is exploring the following:

- a) Shared Sebago Alliance purchasing of copy paper, classroom supplies, custodial supplies, technology.
 - b) Shared out of district transportation
 - c) Shared HVAC services
 - d) Employment of an “efficiency coordinator” who would serve as a purchasing agent, risk manager, and grant writer
 - e) Shared human resource management
- 3) The Westbrook School Department is collaborating with the City of Westbrook on the possible development of a center for parenting teens. It is our hope that the center can be in one of our buildings so that the city doesn’t have to maintain another facility.

Closing Statement

The Westbrook School Department and the City of Westbrook have been collaborating for years to achieve every possible financial efficiency, even before the consolidation law took effect. We will continue to do so.

None of the already identified or planned efficiencies will have an adverse impact on the instructional program.



STATE OF MAINE
DEPARTMENT OF EDUCATION
23 STATE HOUSE STATION
AUGUSTA, MAINE
04333-0023

MAY 5 2008

JOHN ELIAS BALDACCI
GOVERNOR

SUSAN A. GENDRON
COMMISSIONER

May 1, 2008

Stan Sawyer, Superintendent
Westbrook School Department
117 Stroudwater Street
Westbrook, ME 04092

Dear Superintendent Sawyer:

Thank you for the revised Alternative Plan that you submitted on behalf of Westbrook School Department on April 17, 2008 for Department review for compliance with the school reorganization law, P.L. 2007, chapter 240, Part XXXX.

I recognize how much time, effort and thoughtful work is required to complete an alternative plan and appreciate the efforts made, to date, by all those involved.

Members of my staff and I have reviewed the submission and offer the comments and notes listed below to assist you in completing the plan. If you make any substantive change(s) to any part of the plan beyond those listed below, please be sure to note those on the Updated Alternative Plan Cover Sheet Checklist, along with notation of those items that have changed per the notes contained in this response.

General Documentation (Submittal Sheet)

- All information submitted as required.

Checklist/Plan Text Items

Items Checked "Complete"

With respect to the items you checked as "complete", please note the following:

** Required Items*

Each alternative plan must provide detailed projected expenditures and cost savings in FY 2008-2009 for system administration, transportation, special education, and facilities and maintenance in accordance with P.L. 2007, chapter 240, Part XXXX-36(6)(F). When providing these projected expenditures and cost

savings, you may want to consider using the guidance offered in the Drummond Woodsum workshop materials. If you have questions concerning this requirement, please email Karla Miller or Suzan Beaudoin at karla.miller@maine.gov or suzan.beaudoin@maine.gov for assistance.

In Exhibit A, we have included a comparison of (A) the 2007-08 EPS allocations for the four categories of system administration, transportation, special education, and facilities and maintenance and (B) your unit's 2007-08 budget information for these four categories. I encourage you to review this information.

We will review all items on the checklist again, upon your completion of the plan.

SUBMISSION OF REVISIONS:

Please provide the additional materials to complete your plan by June 13, 2008. Please include:

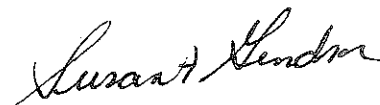
- Any additional data required
- An updated Submittal Page
- An updated Cover Sheet Checklist
- A copy of this Response from the Commissioner.

I will respond no more than 14 days after the revisions/additional materials are refiled with the Department. As you are the contact person identified on the Submittal Sheet, this response is addressed to you but with the understanding that you will share it with your school administrative unit board members.

Finally, what I am reviewing for approval is a plan (or a submission, if the plan is incomplete) which is by its very nature prospective, with steps yet to be taken or finalized; and any review comments or approval given are in relation to the elements required under P.L. 2007, chapter 240, Part XXXX but not the legality of all the activities proposed. Thus, I strongly recommend that you have your own legal advisor(s) review the details of any particular transaction proposed in your plan (particularly with respect to the disposition of property, to debt, and to employee contracts/relations) as you proceed, to ensure the legality of the steps you'll be taking to implement the plan. If that review leads to any substantive changes in any parts of your plan, please be sure to submit an amended plan to the Department for our review and our file.

Again, my sincere thanks for your efforts.

Sincerely,



Susan A. Gendron
Commissioner of Education

Exhibit A

Maine Department of Education
Alternative Plan Financial Review

School Administrative Unit: Westbrook

1. 100% Essential Programs and Services

10/1/2006 Enrollment	Required Local	Additional Local	ED 281 Line 60 Subsidy	Taxes and Subsidy	100% EPS	Amount Over (Under) EPS	Percent Over (Under) EPS
2850.01	\$ 11,736,228	\$ 2,376,486	\$ 11,928,639	\$ 26,041,353	\$ 24,562,905	\$ 1,478,449	6.02%

2008-09 100% EPS Allocation from the FY '09 ED279 = \$ 24,235,583

2. System Administration

FY '08 Budget*	K - 8	Assessment 9 - 12	Total	Less Revenues	Amount Over (Under) Assessment	Percent Over (Under) Assessment
\$ 778,902	\$ 710,553	\$ 309,987	\$ 1,020,540	\$ -	\$ (241,638)	-23.68%

2008-09 100% EPS Allocation from the FY '09 ED279 = \$ 570,635

3. Operations and Maintenance of Facilities

FY '08 Budget*	K - 8	Assessment 9 - 12	Total	Less Revenues	Amount Over (Under) Assessment	Percent Over (Under) Assessment
\$ 5,143,001	\$ 1,892,168	\$ 989,172	\$ 2,881,340	\$ -	\$ 2,261,661	78.49%

2008-09 100% EPS Allocation from the FY '09 ED279 = \$ 2,766,361

4. Special Education

FY '08 Budget*	Assessment	Less Revenues	Amount Over (Under) Assessment	Percent Over (Under) Assessment
\$ 3,869,585	\$ 3,239,691	\$ 434,489	\$ 195,405	6.03%

2008-09 100% EPS Allocation from the FY '09 ED279 = \$ 3,334,982

5. Transportation

FY '08 Budget*	Assessment	Less Revenues	Amount Over (Under) Assessment	Percent Over (Under) Assessment
\$ 1,276,045	\$ 880,365	\$ -	\$ 395,680	44.95%

2008-09 100% EPS Allocation from the FY '09 ED279 = \$ 913,589

*FY '08 Budget information from MEDMS Financial Reporting.